



SECRETARY OF THE ARMY
WASHINGTON

April 14, 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Reinvention Policy

The Army has made significant progress in implementing the principles and goals of the National Partnership for Reinventing Government (NPR). To build on our achievements, I encourage Army Commands to become reinvention laboratories in order to participate in testing and experimenting with innovative processes supporting the NPR principles. In order to quickly reduce barriers to process change, reinvention centers and laboratories have the authority to waive Army policy that is not bound in law.

We have had great success in using the Army Performance Improvement Criteria (APIC) as an assessment methodology and framework for continuous improvement. Some of the benefits gained by focusing on process improvement and organizational self assessments are outlined in the numerous quality awards that Army organizations have earned. I encourage you to use the APIC to focus on your critical processes. This rigorous process evaluation ensures alignment with the NPR goals and identifies future initiatives for reinvention.

To ensure we are capturing innovative ideas resulting from reinvention initiatives, functional proponents must review the applicability of successful experiments across the force. We should then move to institutionalize these changes throughout the Army in order to exploit the accomplishments of individual commands. Additionally, we have the mission to share successful initiatives across the Department of Defense. The annual NPR report is one method used to accomplish this requirement. Reinvention centers and laboratories are required to submit an annual report to the Director of Management, articulating the successes and lessons learned in reinvention. The Director of Management will continue to oversee these initiatives and periodically provide updated reinvention designation and waiver processing procedures to the force.